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DESCRIPTION

Humber River Health (HRH) is an acute care hospital serving residents in the northwestern region of the Greater Toronto Area. The Nursing Resource Team (NRT) at HRH plays a critical role in supporting the nursing workforce by providing the organization with a stable and reliable staffing solution. Workforce stabilization strategies in NRT have focused on promoting positive employee morale and job satisfaction. The implementation of workforce strategies, along with ongoing evaluation of key metrics such as newly hired nurses, onboarding and NRT staffing fill rates, has demonstrated improvements in workforce stabilization. These key metrics, linked positively to overtime hour expenditures, also enabled evaluation and highlighted significant cost savings.

OBJECTIVE

To strengthen workforce stability at HRH through systemic evaluation of key metrics to optimize NRT resource utilization.

ACTIONS TAKEN

The manager of workforce planning in HRH collects, collates, and analyzes key metrics to evaluate and monitor workforce stabilization. Some of these metrics include:

- Registered Nurse (RN)/Registered Practical Nurse (RPN) staffing fill rates
- Nursing hiring volumes
- Staff engagement surveys
- Overtime expenditures

Through workforce planning and forecasting initiatives, the workforce planning manager collaborates with clinical managers in monthly workforce planning meetings and performs correlation analysis and identify trends. Thoughtful data analysis enables HRH to maximize NRT resources to meet organization-wide demands.

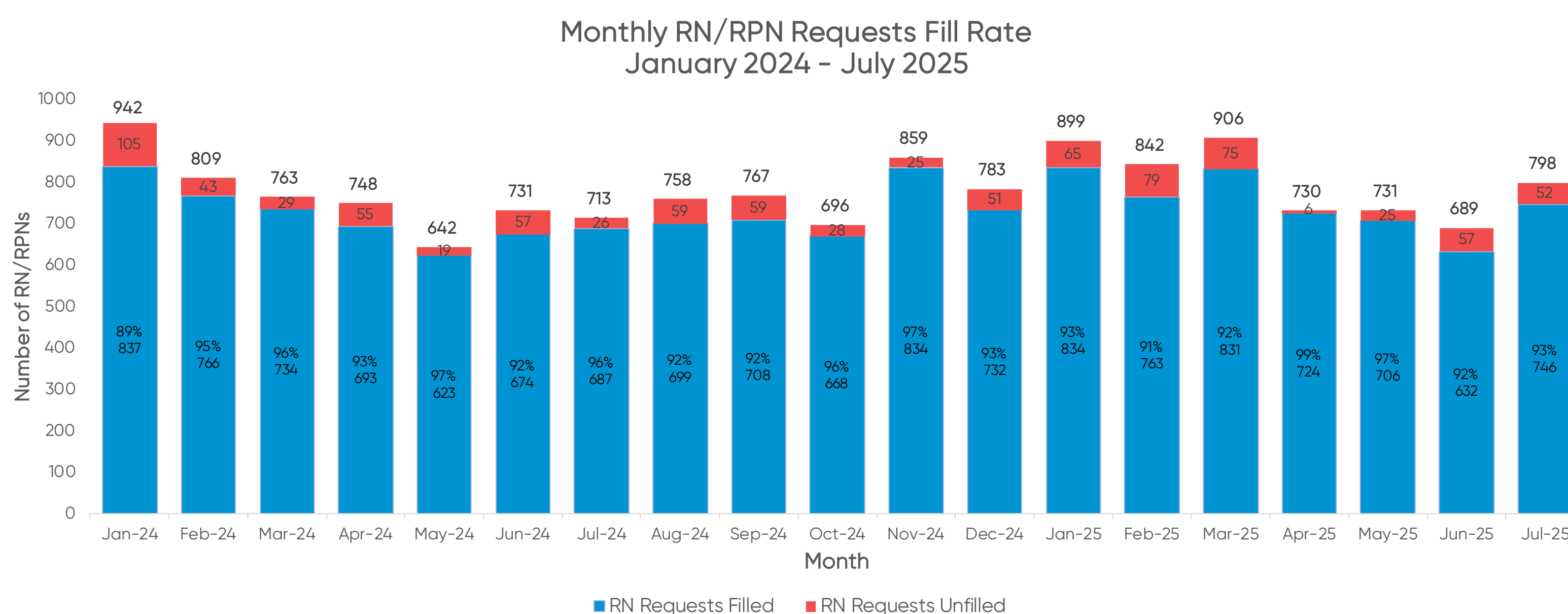


Figure 1. RN/RPN staffing requests were filled at an average monthly rate of 94% from January 2024–July 2025, reflecting strong workforce stability.

Overtime				
Role	Overtime Metric	2023/24	2024/25	Change (%)
RN	Hours	75,735	36,028	
	Dollars	\$ 6,491,889	\$ 3,434,379	
RPN	Hours	14,752	7,109	
	Dollars	\$ 797,988	\$ 446,134	
Grand Total	Overtime Hours	90,487	43,138	52%
	Overtime Dollars	\$ 7,289,877	\$ 3,880,513	47%

Table 1. Decreases in overtime hours and expenditures are shown as a result of workforce stabilization efforts.

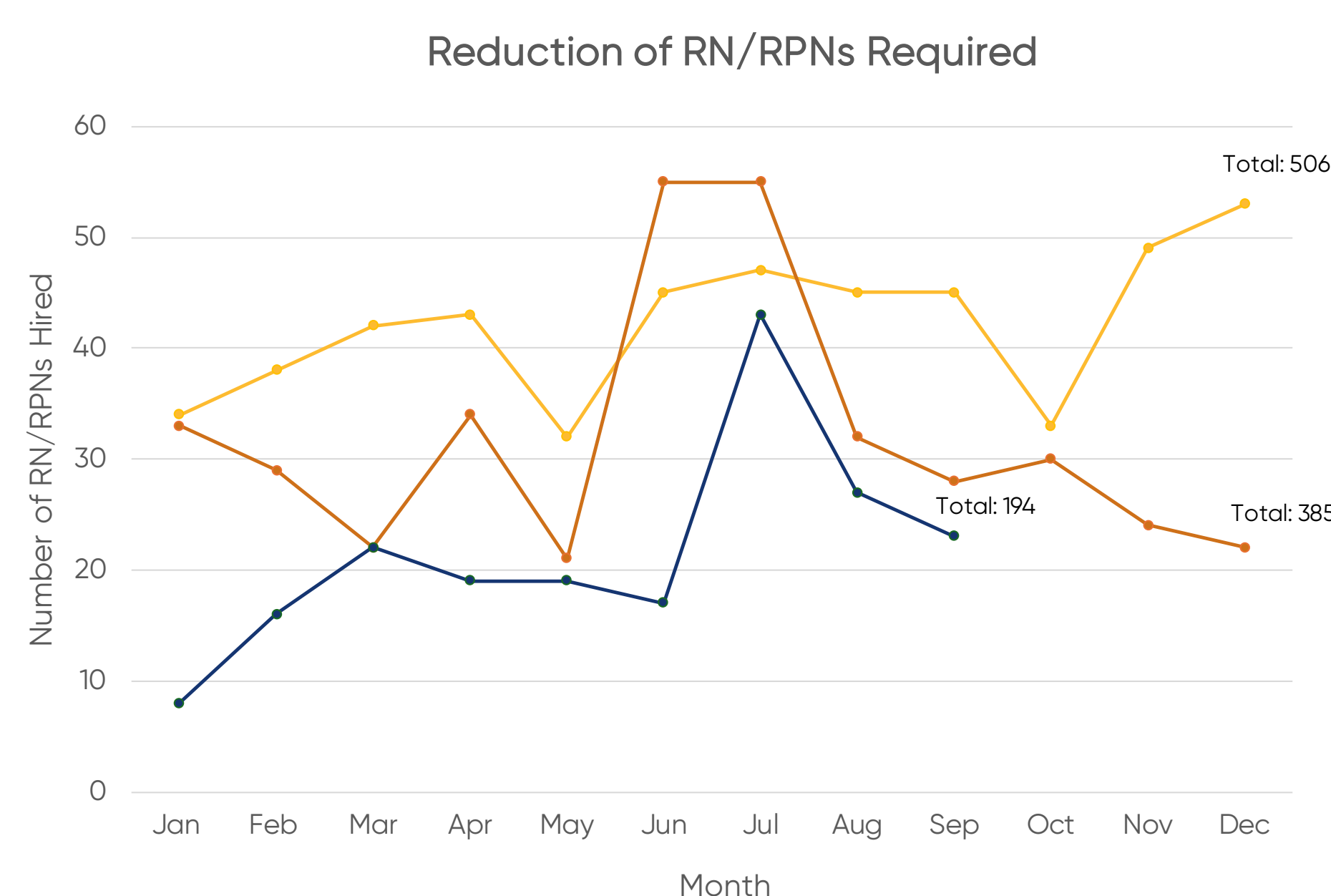


Figure 2. Fewer RN/RPN hires were required in 2025, demonstrating improved workforce stability compared to 2023 and 2024.

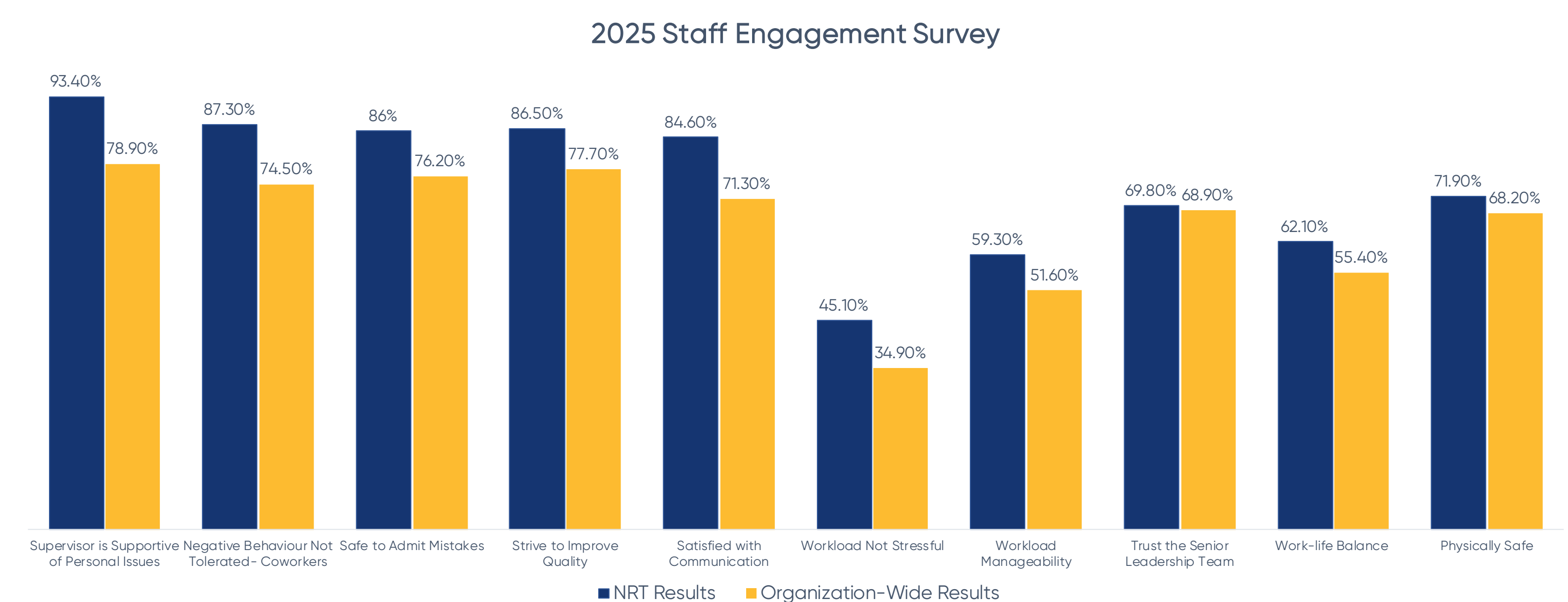


Figure 3. Staff Engagement Survey results for NRT were more positive than organization-wide results, suggesting effective staff retention strategies in NRT, contributing to workforce stability.

SUMMARY OF RESULTS

By implementing strategic workforce initiatives, HRH's NRT has successfully prioritized and met operational needs. Ongoing analysis of workforce metrics has proven to be of value in monitoring stabilization strategies. The new hire volumes for nursing have decreased by 38% since 2023. In addition, the NRT has consistently filled 95% of staffing needs with zero agency support. As a result, the overtime hours from 2023/2024 to 2024/2025 have dramatically decreased by 52%, generating \$3.4 M in cost savings. A holistic lens on workforce stabilization demonstrates that a comprehensive set of metrics is essential for evaluation, including, but not limited to overtime expenditures. These undertakings have ultimately fostered a stable, engaged and resilient nursing workforce, enhanced continuity of patient care and a cost-effective staffing model aligned with our strategic goals.

LESSONS LEARNED

Effective evaluation and analysis to optimize NRT resources addresses strategic workforce planning accuracy and stabilization.

